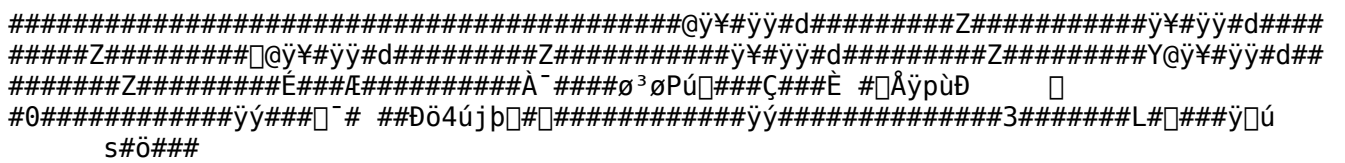

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V#############ÿ¥#ÿÿ#d#########Z###########ùIPTs are cross-functional teams that are formed for the specific purpose of delivering a product for an internal or external customerIPTÕs implement the IPPD Process. DoD defines Integrated Product and Process Development (IPPD) as ÒA management process that integrates all activities from product concept through production/field support, using a multifunctional team, to simultaneously optimize the product and its manufacturing and sustainment processes to meet cost and performance objectives.Ó #

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Not a new concept   Related to integrated design and production practices, concurrent engineering, and total quality management (TQM), and the Intergroup Coordination KPA of the SW-CMMPart of ABCÕs of Acquisition Reform InitiativeRequirement of DoDI 5000.2Ò...I am directing a fundamental change in the way the Department acquires goods and services. The concepts of IPPD and IPTs shall be applied throughout the acquisition process to the maximum extent possible.Ó   from SECDEF Memo of 10 May 1995

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ÿÿ####ÿÿ#####ÿ¥#ÿÿ#d########Z############>Must have vision or objective defined,
including level of authorityTeam should be multidisciplinaryMembers must have both
mutual and individual accountabilityMust have a decision-making process defined
Team members empowered to make decisionsCost, schedule, and performance parameters
pre-defined for the team#
```

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□ÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z###########ÜOpen Discussions with no secrets
Qualified, empowered team membersConsistent, success-oriented, proactive
participationContinuous Òup-the-lineÓ communicationsReasoned disagreementIssues
raised and resolved early#

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úÿÿ####ÿÿ####@ÿ¥#ÿÿ#d#########Z###########éBenefitsFaster approvals#Provides
continuous insight, not oversightShorter product development timeFaster discovery
of defectsRemoval of stovepipe mentalityBetter able to identify and mitigate risks
Increased communications##
```

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      #####□FeaturesInvolvement of approving officialsReplaces traditional
sequential review process #Use of cross-functional skills###
```

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#############ÿ¥#ÿÿ#d#########Z###########zBenefitsShorter development timeReduced
development costsReduced life cycle costs#Improved customer satisfaction#
```

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effectiveness of limited resourcesCustomer involvement throughout the life cycle#
```

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      - acquisition oversightIIPTs (Integrating IPT) - coordinates WIPT efforts
and covers all topics not otherwise assigned to another IPTWIPT (Working level
IPT)  - focuses on a particular topicProgram IPTs    - provides for program
executionEach program will have an OIPT and at least one WIPT.  An Integrating IPT
will coordinate WIPT efforts.##
```

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############################################¥#ÿÿ#d#########Z########□##¨###Mõ##□#8
##############¥#ÿÿ#d#########Z###########~MDA (Milestone Decision Authority)DAB
(Defense Acquisition Board)MAISRC (Major Automated Information System Review
Council)#
```

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□ÿÿ####ÿÿ####Dÿ¥#ÿÿ#d#########Z###########]ACAT (Acquisition Category)IAM
(M=MAISRC(Major Automated Information System Review Council))##
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V#############ÿ¥#ÿÿ#d#########Z############□Applicable to ACAT ID and IAM programsLead by an OSD officialComposed of PM, PEO, Component staff, Joint staff, USD(A&T) staff, and OSD officials#

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æÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z###########¡Approve broad program strategy
Provide assistance, oversight and review as the program proceeds through its acquisition life cycleApprove WIPT structure and resourcingDetermine decision information for next milestone reviewProvide top-level strategic guidanceProvide functional area leadershipProvide a forum for issue resolutionProvide an independent assessment to the MDA (Milestone Decision Authority)□#

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Vÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z###########ûThe PM is in charge of the programIPTÕs are advisory bodies to the PMDirect communication between the program office and all levels in the acquisition oversight and review process is expected as a means of exchanging information and building trust##

* Leader of each WIPT will usually be the PM or the PMÕs representativeAssist the PM in developing strategies and in program planning, as requested by the PM Establish IPT Plan of action and milestonesPropose tailored document and milestone requirementsReview and provide early input to documentsCoordinate WIPT activities with the OIPT membersResolve and elevate issues in a timely mannerAssume responsibility to obtain principalsÕ concurrence on issues, as well as with applicable documents or portions of documents#

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      Vÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z############Test Strategy WIPT    - Goal of
the WIPT is to assist in outlining the Test and Evaluation Master Plan (TEMP) for
a major programCost Performance WIPT     - Purpose of the CPIPT is to facilitate
cost-performance trades and to assist in establishing program cost-range
objectives#
```

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#d#########Z###########4Lower level IPT leaders are higher level IPT members#
```

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      Vÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z###########□Focus is on program level issues
Examples:   - Software Process Improvement IPT  - Software Design IPT   -
Hardware/Software Integration IPTU#
```

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#############ÿ¥#ÿÿ#d#########Z###########æIPTs normally formed at program
initiation (Many IPTÕsare a requirement of DoDI 5000.2)Sponsor or Program
requirement?Set goals and scope of IPTDoes similar function already exist?Identify
products and customers of IPT#
```

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      V#############ÿ¥#ÿÿ#d#########Z############ïDetermine IPT participants and
resources requiredDetermine team member empowerments and level of authority
requiredDetermine top level support required for IPTDefine cost, schedule, and
performance constraintsAppoint team leader*À#
```

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þ#############ÿ¥#ÿÿ#d#########Z###########VDevelop meeting ground rules
Determine and assign team roles (facilitator, recorder, etc.)Ensure teams members have been trained for their rolesPerform Team BuildingReview the 10 steps to a successful meeting/reviewReview IPT processReview IPT goals, products, and constraintsDefine and determine process metrics to be collected#

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ÿÿ####ÿÿ####@ÿ¥#ÿÿ#d#########Z###########5Develop IPT charterDevelop IPT plan
Determine decision-making processDetermine conflict resolution processDetermine
team communication mechanisms (e-mail, VTC, groupware, etc.)Determine meeting
frequencyDiscuss meeting facility requirementsPM should provide a program overview
briefing for a WIPT##

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Vÿÿ####ÿÿ####@ÿ¥#ÿÿ#d#########Z############Follow agreed upon IPT process
Follow the 10 steps to having a successful meeting by having a agenda, being prepared, recording meeting minutes, and assigning and tracking action itemsIPT continues until IPT goals have been met, usually product delivery or program approval#

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      Vÿÿ####ÿÿ####@ÿ¥#ÿÿ#d#########Z###########□QA reviews for process compliance
and product qualitySenior management and the project manager periodically reviews
the activities of the IPT¸#
```

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      Vÿÿ####ÿÿ####@ÿ¥#ÿÿ#d#########Z###########oCollect metrics from each process
stepAnalyze metricsImplement process improvementsRecord lessons learned##

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nÿÿ####ÿÿ#####ÿ¥#ÿÿ#d#########Z##### ######IPTs are not a new conceptIPTs reduce product development time, costs, risks, and increases product quality and customer satisfactionSix IPT principlesTypes of IPTs (OIPT, WIPT, Program IPT)IPT processFor further information on IPTs visit Òhttp://www.acq.osd.mil/ar/ipt.htmÓ#

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#####ÃDoD Guide to Integrated Product and Process Development (Version 1.0) 5
February 1996 Office of the Secretary of Defense (Acquisition and Technology)
SPAWAR Integrated Product Teams Brief, 1995Rules of the Road -  A Guide for
Leading Successful Integrated Product Teams, Under Secretary of Defense for
Acquisition and Technology, November 1995OIPT-WIPT Information Guide, Office of
the Undersecretary of Defense for Acquisition Reform, March 1996##
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